


APPENDIX 1

		Project Scope: Development of the Local Area Agreement	
Project Owner:	Paul Nasjarek	Date:	26 July 2005
Project Sponsor:	Bindu Arjoon	Written By:	Deborah Palmer
Project Lead:	Deborah Palmer	Version:	Draft 2.0

PROJECT INFORMATION:	
Project purpose:	<ul style="list-style-type: none"> To develop a Local Area Agreement (LAA) for Harrow by 28 February 2006, with this agreement to become effective on 1 April 2006.
Objectives:	<p>It is proposed that the development of the LAA for Harrow will be shaped by the following objectives:</p> <ul style="list-style-type: none"> Streamlining performance management Adding simplicity and utility – producing a streamlined agreement that demonstrates the HSPs clarity of thought Improve efficiency Improve service delivery Improve partnership working Pooling and/or aligning of funding streams as appropriate Strengthen the working of the Harrow Strategic Partnership Strengthening local governance Bringing the partners within the Harrow Strategic Partnership together around a shared understanding of priorities and outcomes; and agreed indicators and targets Increased dialogue with central government Building a new relationship with central Government based on mutual trust and responsibility Reduced bureaucracy Change in the power relationship between central Government and the borough Greater empowerment of the local area Encouraging multi agency approaches to shared outcomes and better partnership working to deliver those outcomes To bring together the totality of public expenditure within Harrow Synergy with, and cross referencing to, the Community Strategy Ensuring feedback provided on development of the Local Area Agreement is relevant, timely and consistent Clear communication throughout the project utilising range of communication tools Consistency with statutory requirements and timings.

PROJECT INFORMATION:	
<p>Scope:</p>	<p>This project does include:</p> <ul style="list-style-type: none"> • Development and operation of a LAA for Harrow by 1 April 2006. • The LAA will cover national, regional and local priorities in Harrow and will allow statutory and non-statutory partners to use Government funding in different ways to improve public services. • The LAA will allow the borough’s statutory and non-statutory partners increased freedoms and flexibilities to find local solutions to local problems and to prioritise spending to achieve the outcomes identifies in the LAA. • The agreement will be made up of outcomes, indicators and targets aimed at delivering a better quality of life for people in Harrow through improving performance on the priorities set in the LAA. • The priorities will be grouped around 4 blocks: Children and Young People, Safer and Stronger Communities, Healthier Communities and Older People, and Economic Development and Enterprise. There is also scope to consider issues that cut across all 4 blocks (for example transport, community engagement, community cohesion, culture and sport) and include these issues in the LAA. • There will be joint HSP Board and Harrow Council sign-off on the agreement. <p>Please refer to the Project Deliverables section for further detail.</p>
<p>Project background:</p>	<p>Central Government signed LAAs with 20 pilot areas in March 2005. The intention to have a ‘second phase’ of agreements was announced in January 2005. All areas that were not an LAA pilots were eligible to apply to participate in the second phase of LAAs. The Harrow Strategic Partnership (HSP) Board agreed that Harrow should submit an expression of interest to participate in the second phase of LAAs.</p> <p>Harrow was notified on 22 June that its expression of interest was successful and it would be able to negotiate an agreement with Government Office for London. This agreement must be negotiated by 28 February 2006 and will come into operation on 1 April 2006.</p> <p>A LAA is a three year agreement that sets out the priorities for a local area agreed between central Government, represented by the Government Office, and a local area, represented by the local authority, Local Strategic Partnership and other key partners at the local level.</p>

PROJECT INFORMATION:	
Project Group:	<p>HSP Executive will be asked (via a paper to HSP Executive on Thursday 21 July 2005) to agree the list of lead officers within each of the four blocks of the LAA. It is essential that these lead officer:</p> <ul style="list-style-type: none"> • Is adequately supported within their agency • Has sufficient authority to make decisions on key aspects of the LAA • Is largely dedicated to this work over August 2005 to January 2006. <p>A Project Group will be formed comprising these lead officers, as well as representatives from:</p> <ul style="list-style-type: none"> • Harrow Council - Finance • Harrow Council – Communications • Harrow Council – Policy and Partnership Service • Harrow PCT - Performance Management – Andrew Morgan <p>An officer from the Policy and Partnership Service will manage the project.</p> <p>This Project Group will report to the HSP Executive.</p> <p>A separate HSP Performance Management Working Group will be established to develop a performance management framework for the HSP and the delivery of the LAA. The work of this group will be feed into the work of the LAA project group via the Performance Management representative.</p>
Roles and responsibilities:	<p>HSP Board</p> <ul style="list-style-type: none"> • Sign off on the LAA in conjunction with the Harrow Council’s full Council. <p>HSP Executive</p> <ul style="list-style-type: none"> • Approve the project scope for the development of the LAA • Management of the development of the LAA • Sign off of all material on the project that is considered by the HSP Board. <p>Cabinet/Full Council</p> <ul style="list-style-type: none"> • Sign off on the LAA in conjunction with the HSP Board. <p>Lead Officers</p> <ul style="list-style-type: none"> • Participate in the Project Group • Coordinate the development of the LAA within their block • Develop the LAA within their block with the involvement of partners, including the voluntary and community sector • Lead the drafting of the document and secure the necessary inputs • Enthuse and organise staff to develop and deliver the LAA outcomes • Submit final agreement proposals for their block by the required date • Communicate key messages about the process with partners within their block, ensuring people are clearly briefed on the approach and timings

PROJECT INFORMATION:

Policy and Partnerships Service, Harrow Council

- Manage the development of the LAA
- Manage the communication for the LAA – ensuring key stakeholders are clearly briefed on the approach, timings and process
- Run the HSP Summit on a workshop basis around the four blocks
- Manage the agreement drafting process and provide feedback to block lead officers on drafts submitted
- Tie together the written drafts of the LAA of each of the block leads and produce the written drafts of the LAA
- Provide general advice and guidance to stakeholders.

Project Group

- Attend briefing meetings on process, timescales etc
- Provide feedback on drafts of the LAA
- Exchange ideas on the development of the outcomes, indicators and targets within each of the blocks
- Gather and analyse evidence across agencies to inform discussion about what the local priorities will be. Will draw heavily on the evidence of the Harrow Vitality Profiles, the MORI Quality of Life survey and other relevant information.

Communication Unit, Harrow Council

- Development of a communications strategy to agree a regular flow of information between partners
- Provide advice and assistance in consulting on the contents of the LAA and ensuring that stakeholders are aware of the development of the LAA
- Coordinate formatting, editing, printing and distribution of the LAA
- Lead the launch of the LAA (press releases, internet etc) – possibly also organise a wider function.

Finance, Harrow Council

- Provide detailed analysis of all funding streams that currently come into the borough from central Government sources. This will include consulting with other partners about the funding sources that come into their areas
- Propose funding streams that might reasonably be merged
- Create the necessary financial mechanisms for the LAA to be administered through Harrow Council.

Performance Management, Harrow Primary Care Trust

- Champion the development of a performance management of the HSP and the delivery of the LAA
- Establish a working group to progress the development of a performance management framework for the HSP and the delivery of the LAA.

PROJECT INFORMATION:	
Consultation:	<p>A range of consultation and communication methods will be employed in this project. For more detail on the timings please refer to the timetable of project deliverables below. Methods for keeping stakeholders informed and involved is likely to include:</p> <ul style="list-style-type: none"> • Use of the intranet and internet – posting information on the development of the LAA • Use of email reminders and bulletins • Utilising internal forums such as the <i>Harrow Update</i> • Establishing a central storage repository for copies of draft and final LAA • Use of a Project Group to share information and peer review the blocks • Summit and workshops on the LAA process and development • Meetings/briefings • Launch activities for the LAA and distribution of copies • MORi Quality of Life Survey • Original consultation on the 2004 Community Strategy. <p>There is a clear expectation by central Government that the LAA will be developed with the involvement of relevant stakeholders including, in particular, the Voluntary and Community Sector (VCS) and local people themselves. It is expected that this engagement will be based on the Compact principles. The LAA must include a statement of the involvement of the VCS and local people in the design and delivery of the agreement.</p>
Risk management:	<p>Key risks:</p> <ol style="list-style-type: none"> 1. Misalignment between the expectation of central Government and Harrow’s statutory and non-statutory partners 2. Inability to manage stakeholder expectations 3. Lack of responsiveness/engagement from key stakeholders 4. Lack of understanding on the purpose and parameters of the project by key stakeholders 5. Initial resource, timeframe and budget forecasts are insufficient which places pressure on the project 6. During the life of the project further improvements or areas for change are identified that cannot be addressed within the project 7. Final agreement cannot be reached either between the statutory and non-statutory partners or with central Government. <p>Risk mitigation strategies:</p> <ol style="list-style-type: none"> 1. Consistency checks throughout the processes and before finalisation of documents. Close engagement with central Government 2. Secure support for principles and approach to design of the process and final written agreement. Project timeframe includes proactive communications and consultation mechanisms. 3. Early advice of expectations and key contributions. Clearly communicate value and role of process to key stakeholders. 4. Project plan details clear communication process to key stakeholders about the scope of the project. 5. Negotiation of resourcing, reality checking of timeframes and budgets. Monitoring procedures in place to review progress to milestones. 6. Establish tracking mechanism/register to note issues that arise during the evaluation but cannot be captured within it. Project closure report will note these issues. 7. Open negotiation process with and between parties and central Government. Early commitment by all parties to try and reach a negotiated agreement.

PROJECT INFORMATION:	
Budget:	<p>2005/06 financial year</p> <ul style="list-style-type: none"> • Formatting, editing, printing and distribution of Local Area Agreement (1000 copies @ £2.00) • Meetings/briefings (rooms and refreshments) 10 meetings @ £15 each.

No.	PROJECT DELIVERABLES	TIMESCALE	NO. WKG DAYS
Phase One: Getting Started/Preparation			
1	Paper on the development of Harrow's Local Area Agreement considered by HSP Board in a joint meeting with HSP Management and Reference Group Chairs.	Thurs 21Jul 2005	1
2	Identification of leads for each block with support from other specialists as required by HSP Executive, Management and Reference Group Chairs.	Thurs 21 July 2005	1
3	Approval of Project Scope by HSP Board.	4 August 2005	1
4	Discuss and agree Project Scope with Government Office for London (GOL)	Tues 26 July – 5 August 2005	9
5	Circulate timings information to all partners to allow people to plan ahead for resources needed. Post on intranet, place in <i>Harrow Update</i> , use email bulletins.	8 August 2005 (Dependant on GOL sign off)	1
6	Establishment of a LAA Project Team drawing together the leads from each block, a representative from Finance (Harrow Council), a representative from the Communications Unit (Harrow Council) and a representative with performance management expertise. The project team will be lead by an officer from the PPS.	Thurs 21 – Mon 25 July 2005	3
7	PPS and/or Project Group will gather and analyse evidence across agencies to inform discussion at the HSP Summit on what the local priorities will be (draw on the Harrow Vitality Profiles, MORI Survey and other relevant evidence). High level information will be fed into the 4 August HSP Board meeting.	Mon 25 July – Fri 29 July (high level) Further analysis through August to feed into HSP Summit 8 September	5 15
8	Project Group will scan pilot LAAs for ideas in developing good practice, including looking at what pilots are doing to address performance management	1 August – 31 August 2005	23
9	Project Group will explore and clarify that each organisation's internal financial management and governance arrangements are robust enough to support the LAA development and delivery. Recommend to the HSP Executive key actions to address this if any required.	August –October 2005	
10	Project Group will determine what funding streams currently come into the borough (lead by Finance Officer, Harrow Council)	August – October 2005	

No.	PROJECT DELIVERABLES	TIMESCALE	NO. WKG DAYS
11	Project Group (lead by Communications Unit, Harrow Council) will develop of a communications strategy to agree a regular flow of information between the parties.	25 July - 12 August 2005	14
12	Special meeting of HSP Board, Executive, Management and Reference Group Chairs, Harrow Council's Cabinet and Block Lead Officers – discussion about objectives and outcomes (the 'warm up event'). Develop a preliminary list of outcomes.	4 August 2005	1
13	Project Group to consider if the emerging outcomes mean that we need to involve other partners – the public, service users, health and emergency services, voluntary and community sector organisations, local businesses, regional players – eg the Regional Development Agency, Learning Skills Council, Transport for London. Make recommendations to the HSP Executive on any new suggested partners.	8 August – 12 August 2005	5
14	HSP Executive consideration (out of session) of any new suggested partners	15 August – 19 August	5
15	Management and Reference Group Chairs give consideration to how they would like to input to the discussion with GOL on 15 August	21 July – 11 August 2005	13
16	Event with the Voluntary and Community Sector to gain input and to discuss how to take things forward. Project lead to attend this meeting	12 August 2005	1
17	Meet with GOL to discuss overall direction of travel and any special approaches we may already be considering	15 August 2005	1
	Development of the LAA		
18	Refinement and exploration of the initial outcomes by the Project Group to provide supporting information to the HSP Summit	4 August – 31 August 2005	20
19	Project Group to explore and clearly identify links between outcomes, cross-cutting issues (eg regeneration, equalities, sustainable communities, housing, transport and cultural) and the four blocks	4 August – 31 August 2005	18
20	HSP Summit with special focus given to the development of the LAA. Agreement of high level outcomes	8 September 2005	1
21	Preparation of topline submission to GOL– drafted by Project lead with the input by the block lead officers. Where possible this will also identify key challenge areas and freedoms and flexibilities.	9 September – 15 September	4

No.	PROJECT DELIVERABLES	TIMESCALE	NO. WKG DAYS
22	HSP Executive sign-off on topline submission.	22 September 2005	1
23	Topline submission submitted to GOL	30 September 2005	1
24	Project Group identification of freedoms and flexibilities and funding streams necessary to support outcomes	9 September –28 October 2005	35
25	Project Group identification of indicators and targets (including those identifies for the reward element)	9 September – 28 October 2005	35
26	Clearance of freedoms, flexibilities and funding streams with HSP Executive	Out of Session early November 2005	1
27	Clearance of indicators, targets and performance (including those identified for the reward element) with HSP Executive	Out of Session early November 2005	1
28	Project Group to draft LAA submission for consultation with central Government	Early November 2005	
29	HSP Executive consideration of draft LAA submission for consultation	22 November 2005	1
30	Consult with central Government on draft LAA submission	End November 2005	
31	Clearance of freedoms, flexibilities and funding streams by central Government	December 2005	
32	Clearance of indicators, targets, performance with central Government	December 2005	
33	Redrafting of LAA	January 2006	
	Sign Off		
34	Send to HSP Executive for feedback.	10 January – 13 January 2006	4
35	Incorporate feedback and revise LAA.	16 January – 19 January 2006	4
36	Finalised LAA sent to HSP Executive for sign off	27 January 2006	1
37	Prepare covering Cabinet report on LAA and submit to Committee Services.		
38	Cabinet sign off on final LAA	16 February 2006	1
39	Prepare covering report to Full Council on LAA and submit to Committee Services.		
40	Full Council sign off on final LAA	23 February 2006	1
41	HSP Board Sign off on final LAA	Out of session middle February 2006	
42	Submit final LAA to GOL	28 February 2006	
43	Ministerial sign off of LAA	March 2006	

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No.	PROJECT DELIVERABLES	TIMESCALE	NO. WKG DAYS
44	LAA begins operation	1 April 2006	
45	Distribution and launch of LAA and summary document – internal and external. Place on intranet and internet, press releases, article in local press, notice in <i>Harrow Update</i> . (Potentially some wider function to promote release of document also – Communications to coordinate).		